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Attitudes toward Change: A Comparison Between Senior Assistants and Teachers in Malaysian Secondary Schools

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Abstract
The central aim of the study was to examine the patterns of attitudes toward change (ATC) of senior assistants and teachers in Malaysian secondary schools. A total of 1,014 respondents were involved in the final analysis. The findings revealed that a) the senior assistants scored significantly higher than the teachers in all the three domains of ATC; b) the senior assistants and the teachers hold cognitively-based ATC; c) as a whole, senior assistants scored at the quadrant of Embracing whereas the teachers scored at the quadrant of Acceptance; d) in terms of quadrants, the senior assistants scored at the quadrant of Embracing for Cognitive, Affective and Behavioural whereas the teachers scored at the quadrant of Embracing for Cognitive and Affective but at the quadrant of Acceptance for Behavioural. In summary, there is a need for relevant parties to uncover the real situation to improve teacher attitudes toward change. Improvement of quality of teachers’ attitudes is an obligatory condition for high quality school education as teachers are the change implementers who are closest to the student. Indeed, the central pivot of any school change is the acceptance or the heart of the teachers to work through the change process.

Keywords: Attitudes Toward Change, Cognitive Responses to Change, Affective Responses to Change, Behavioural Responses to Change, School Change

Introduction
To ensure the education system stays vibrantly attractive and competitive, school reform has become a top priority in many countries throughout the world. However although schools continually embark on programmes aiming at school improvement, most education reforms have not been completely successful (Balogun & Hope-Hailey, 2004; Ministry of Education Malaysia, 2013). Substantial studies in change management have found that the critical factor that influences the success or failure of any change is precisely individuals’ resistance to the change,
which is closely related to positive or negative attitudes to change (Aslan, Beycioglu & Konan, 2008; Bouckenooghe, 2009; Kotter, 1999).

Indeed, individuals’ attitude is a good predictor of change readiness in any organization (Hayes, 2010; Kotter, 1999; Lewin, 1958; Nilakant & Ramanarayan, 2006). It is considered as one major determinant of the person’s intention to perform the behaviour to support or against the change. Positive attitudes toward change may result in positive behavioural intention and subsequent behaviours such as actively involves in change (Oreg, 2003) or highly committed to change (Spreitzer & Mishra, 2002). Positive attitudes to change were found to be important in achieving organizational goals and in succeeding in change programs (Bareil, Savoie, & Meunier, 2007; Bernerth, 2004; Eby, Adams, Russel, & Gaby, 2000). In schools, positive attitudes constituted an important indicator in adopting innovations (Thomas, 2003).

Conversely, negative attitude toward change will be a disabling factor when trying to successfully implement change (Vakola & Nikolaou, 2006). Negative attitude toward change generate negative behavioural intention and concerned behaviours, for example, absenteeism (Martin, Jones & Callan, 2006), withdrawal (Kiefer, 2005), intentions to quit (Cunningham, 2006) or sabotage the intended initiatives (Armenakis & Bedian, 1999). Clearly, this resistance expressed in various ways and to different extents: from simple hesitation to hostility and attempts to resist the change effort (Jones, Watson, Hobman, Bordia, Gallois, & Callan, 2008; Smith, 2005; Zimmerman, 2006).

In order to develop a dynamic and coherent education system, the Malaysian education system is entering an intensive period of change with the launching of Malaysia Education Blueprint 2013–2025. To realize the above change goals, eleven strategic and operation shifts were suggested for the enhancement of the system (Ministry of Education Malaysia, 2013). Given that attitude is one major determinant whether an individual embrace or resist change (Bentea & Anghelachea, 2012) that bring great impact to the organization and senior assistants and teachers are two important school-based factors which determines the change outcomes in the schools, it is important to examine their attitudes toward change in the midst of the implementation of the Blueprint.

**Literature Review**

According to Fishbein and Ajzen (2010), attitude is viewed as a learned predisposition to respond to an object in a consistently favourable or unfavourable way. We formed favour behaviours we believe have largely desirable consequences and we learnt to unfavourable attitudes toward behaviours we associate with mostly undesirable consequence. Generally, attitude is conceived as a tri-dimensional concept which encompasses of cognitive, affective and behavioural components (Farley & Stasson, 2003; Dunham, Grube, Gardner, Cummings, & Pierce, 1989; Oreg, 2006; Piderit, 2000). While on the one hand cognition, affect and behavioural are distinct components of attitude (Brekel, 1984) and serve a range of purpose, any particular attitude can also be based on a one-component more than another (Underwood, 2002). An attitude that is formed primarily through facts instead of emotions or observations of our behaviour is cognitively-based; an attitude where the affective component is more salient is affectively-based; an attitude which stems from one’s observation of one’s own behaviour or the behavioural component is more dominant is behaviourally-based (Lavine, Thomsen, Zanna & Borginda, 1998; Millar & Millar, 1990).
‘Attitude toward organizational change’ was defined by Vakola and Nikolaou (2006) as certain regularities of an individual’s feelings, thoughts and predispositions towards change initiated by the organization. In change management literature, the vast majority of empirical studies about predicting attitude toward change have been focused on two themes i.e. contextual variables and individual factors. Contextual variables such as trust in management (Gomez & Rosen, 2001; Simons, 1999), social influence (Gibbons, 2004), information (Miller, Johnson, & Grau, 1994; Wanberg & Banas, 2000), uncertainty (Hallgrimsøn, 2008), and organizational culture (Avidov-Ungar & Eshet-Alkayay, 2011; Cunningham, Woodward, Shannon, Maclntosh, Lendrum, Rosenbloom & Brown, 2002; Lorenzo, 1998; Md Zabid Abdul Rashid, Murali Sambasivan, Azmawani Abdul Rahman, 2004; Oreg, Vakola & Armenakis, 2007, August; Pool, 2000; Ruth & Maaja, 2003), were found reliably related in influencing organizational members’ reactions to change. Besides, Oreg (2003) in his development of the Resistance to Change Scale to measure individual’s dispositional inclination to resist change, identified the level of reluctance to lose control, reluctance to give up old habits and lack of psychological resilience as among the important factors that affect individual evaluation judgement toward any change initiative.

Individual factors such as self-esteem (Wanberg & Banas, 2000), risk tolerance (Judge, Thoresen, Pucik, & Welbourne, 1999), need for achievement (Miller et al., 1994), emotional intelligence (Vakola, Tsaousis, & Nikolaou, 2004), defence mechanisms (Bovey & Hede, 2001) and locus of control (Chen & Wang, 2007; Lau & Woodman, 1995) were, among others affecting individuals’ attitudes toward change. Besides, Oreg (2003) in his development of the Resistance to Change Scale to measure individual’s dispositional inclination to resist change, identified the level of reluctance to lose control, reluctance to give up old habits and lack of psychological resilience as among the important factors that affect individual evaluation judgement toward any change initiative.

The first scholarly article on attitudes toward change published in the late 1940s (Coch & French, 1948). From then onward researchers use a variety ways for conceptualizing people’s reactions toward change (Oreg et al., 2007). Positive terms such as readiness for change, commitment to change, openness to change, acceptance of change; negative terms such as resistance to change, cynicism about organizational change, and attitude toward change which are encapsulating both the negative and positive view, are used interchangeably (Bouckenooghe, 2009).

In this study, attitude toward change (ATC) is the internal state that influences the senior assistant’s or teacher’s choices of his/her personal action, or a response tendency towards the school change. It refers to his/her overall positive or negative evaluative judgment of a change initiative implemented by his/her school (Dunham et al., 1989; Oreg, 2006; Piderit, 2000). As change recipients, senior assistants and teachers in school make sense of change and develop certain attitudes toward change through a process of their own reflection, as well as a collective sense-making that comes from a series of interactions with colleagues and the change agent – the school principal. It is perceived as a tri-dimensional concept that consists of cognitive, affective and behavioural responses to change (Dunham et al., 1989; Oreg, 2006; Piderit, 2000; Tai, 2013).

Cognitive reaction to change refers to the senior assistants’ or teachers’ beliefs about the need for change, the significance of the change, the favourability of outcomes i.e. the extent to which the change will be personally and organizationally beneficial and the knowledge required to handle change (Dunham et al., 1989; Oreg, 2006; Piderit, 2000; Tai, 2013). Affective reaction to change refers to the senior assistants’ or teachers’ feelings about the change. It is senior assistants’ or teachers’ tendency to enjoy changes in schools. The responses to change along this
emotional dimension might range from positive emotions e.g. excitement, enthusiasm and happiness to strong negative emotions such as anger, resentment, frustration, anxiety or fear (Dunham et al., 1989; Oreg, 2006; Piderit, 2000). Next, the *behavioural* reaction to change measures the extent to which senior assistants or teachers would take action to support or initiate change. It is the action taken that is either for or against change. It can range from strong positive intentions to support change by being actively involved in the change, for example, to negative intentions to resist it such as quitting intentions due to the change (Dunham et al., 1989; Oreg, 2006; Piderit, 2000).

rising from the foregoing review, the objective of the present study was to examine the patterns of ATC between the senior assistants and teachers in Malaysian secondary schools. The current study would contribute to the field of school change management especially in providing insights of mitigating the gaps between micro and systems change in school reforms.

**Methodology**

**Sample**

To perform the test adequately, West Malaysia was divided into four research zones namely the Eastern Zone (Kelantan, Terengganu and Pahang), the Southern Zone (Negeri Sembilan, Melaka and Johor), the Western Zone (Perak, Selangor, Federal Territory of Kuala Lumpur and Putrajaya), and the Northern Zone (Perlis, Kedah and Penang). Kelantan, Negeri Sembilan, Selangor and Penang were randomly chosen from each of the above four zones respectively for the survey. Sarawak was selected from the two East Malaysian states of Sabah and Sarawak. There were altogether five states in Malaysia involved in the survey (Table 1).

Table 1: Total number of schools, senior assistants and teachers engaged in the survey and the usable data

<table>
<thead>
<tr>
<th>States</th>
<th>No. of Schools</th>
<th>No. of Senior Assistants</th>
<th>Usable Data</th>
<th>No. of School Teachers</th>
<th>Usable Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kelantan</td>
<td>20</td>
<td>100</td>
<td>65</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Negeri Sembilan</td>
<td>20</td>
<td>100</td>
<td>69</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Selangor</td>
<td>20</td>
<td>100</td>
<td>75</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Penang</td>
<td>20</td>
<td>100</td>
<td>80</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Sarawak</td>
<td>20</td>
<td>100</td>
<td>72</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>500</strong></td>
<td><strong>361</strong></td>
<td><strong>100</strong></td>
<td><strong>1,000</strong></td>
</tr>
</tbody>
</table>

As shown in Table 1, for every state, twenty secondary schools were chosen for the test respectively or a total of 100 schools (20 x 5) were involved in the survey. For comparison purposes, data were collected from senior assistants and teachers. In Malaysia, the number of senior assistants in secondary schools varies based on the different functions of the schools. Basically, each secondary school had three senior assistants with responsibilities in the areas of academic, co-curriculum and students' affairs. For schools with two sessions, the afternoon session falls under the purview of another senior assistant. Schools with special education programmes are entitled to have one more senior assistant. In view of the above scenario, five
questionnaires were sent out by post to each school or a total number of 500 sets of questionnaires (100 x 5) were posted to the concerned schools. On the other hand, 10 teachers were selected as respondents from each school at random. Simply put, there were 1,000 teachers (100 x 10) chosen for the survey (Table 1).

Out of 500 sets of questionnaires sent out via post for senior assistants, 370 sets were returned. The response rate was 74.00%. Nine sets of the questionnaires were excluded from further analysis as they had at least 25% technical errors. A total of 361 sets of questionnaires were accepted for the final analysis (Table 1).

Meanwhile, out of 1,000 sets of questionnaires sent out for teachers, 764 sets were returned, with a response of 76.40%. Only 753 sets were included for the final analysis as there were 11 set of questionnaires with illegible responses (Table 1).

**Survey Instrument**
Attitudes toward change were measured by using *Attitudes toward Change Scale* (ATCS) (Tai, 2013). ATCS was constructed by adapting the Attitudes toward Change Scale developed by Dunham et al (1989) and was tested in the Malaysian education context. It consists of three main dimensions namely: (a) *Cognitive*; (b) *Affective*; and (c) *Behavioural* responses to change. Each dimension comprises three items with factor loadings ranging from .64 to .83. The composite reliability index for each dimension of ATCS is .67, .65, and .62, respectively. ATCS hold discriminant validity since Average Variance Extracted of the factors is greater than .5 (Kline, 2005). The instrument was a six-point Likert-type scale with responses ranging from “strongly disagree” to “strongly agree”.

To make the score of the above instrument to be meaningful, as illustrated in Figure 1, ATCS (Tai, 2013) was presented in four quadrants: *Embracing*, *Acceptance*, *Indifference*, and *Resistance*. These were constructed based on two main continuums of ATC i.e. positive-negative (vertical) and active-passive (horizontal) with two main indicators for each of the components of ATC, *Cognitive*, *Affective* and *Behavioural*. This is based on the fact that if a stimulus evokes primarily favourable responses, a positive and active attitude is fostered. However, if a stimulus evokes primarily unfavourable responses, a negative and passive attitude is nurtured (Underwood, 2002). In other words, ATC may vary by the degree of positive-negative and active-passive of the teachers toward an attitude object.

The *Embracing* dimension at the upper right quadrant consists of positive and active attitudes toward change whereas the *Acceptance* dimension at the upper left quadrant encompasses positive and passive attitudes toward change. The *Indifference* dimension at the lower right quadrant consists of negative and active attitudes toward change. The *Resistance* dimension at the lower left quadrant encompasses negative and passive attitudes toward change.

To explain the above four dimensions, three main components of ATC, *Cognitive*, *Affective* and *Behavioral*, with two main indicators for each, are the basic measures for each quadrant. As ATCS (Tai, 2013) in the present study is a six-point Likert-type scale, with the scores range from 1 to 6, those respondents who score between 1.00 and 2.24 will fall at the quadrant of *Resistance*, 2.25 and 3.49 at the quadrant of *Indifference*, 3.50 and 4.74 at the quadrant of *Acceptance*, and 4.75 and 6.00 at the quadrant of *Embracing*. This measurement was used to capture the respondent’s position on the above two defined ATC continuum so as to explain ATC explicitly.
Figure 1. Indicators for four types of ATC

<table>
<thead>
<tr>
<th>Positive</th>
<th>Acceptance</th>
<th>Embracing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Believes that a change is necessary (C)</td>
<td>● Believes that only change will increase organizational effectiveness (C)</td>
</tr>
<tr>
<td></td>
<td>● Believes that the change implemented is appropriate for the organization (C)</td>
<td>● Believes that only the way the change is implemented will bring benefits to the organization (C)</td>
</tr>
<tr>
<td></td>
<td>● Feels ease with the change (A)</td>
<td>● Enthusiastic and excited about the change (A)</td>
</tr>
<tr>
<td></td>
<td>● Concerned and valued the change (A)</td>
<td>● Passionate and proud about the change (A)</td>
</tr>
<tr>
<td></td>
<td>● Does only what is required in the change (B)</td>
<td>● Engaged and take responsibility in the change (B)</td>
</tr>
<tr>
<td></td>
<td>● Not mattering whether others are interested in the change (B)</td>
<td>● Inspired others to engage in the change (B)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negative</th>
<th>Resistance</th>
<th>Indifference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Believes that a change is unnecessary at all (C)</td>
<td>● Believes that whether change or not change the situation in the organization will be the same (C)</td>
</tr>
<tr>
<td></td>
<td>● Believes that the change implemented is not appropriate for the organization (C)</td>
<td>● Believes that no matter how the change is implemented, it does not affect the situation in the organization (C)</td>
</tr>
<tr>
<td></td>
<td>● Feels irritated and in a state of denial about the change (A)</td>
<td>● No marked feeling about the change (A)</td>
</tr>
<tr>
<td></td>
<td>● Shows anger and hostility toward the attributes of the change (A)</td>
<td>● Keep aloof from the change (A)</td>
</tr>
<tr>
<td></td>
<td>● Refuse to participate in any form of</td>
<td>● Keen in showing that oneself is neutral</td>
</tr>
</tbody>
</table>
change activity (B)
● Recruiting others for common support to oppose or sabotage the plan for change (B)

in the change (B)
● Encourages others to be neutral in the change (B)

Passive
Active

Note. C=Cognitive; A=Affective; B=Behavioural

Data Analysis
Descriptive statistical analysis was conducted in this study. Data was analysed to obtain scores, means, standard deviations and percentages. Apart from this, based on a significance level of 0.5, t-test was employed to test the significance of the differences between variables.

Findings
Demographic Characteristics
Of the sample, 36.60% (N=408) was male and 63.40% (N=706) was female. Majority of the respondent was aged between 41 to 50 years (N=481, 43.20%), followed by the age group of 51 to 60 years (N=360, 32.30%), 31 to 40 years (N=216, 19.40%). The 21 to 30 years (N=57, 5.10%) was the smallest group. Regarding academic qualification, most of the respondents were with Bachelor’s degree (N=958, 86.00%), 13% (N=145) with Master’s degree and 1.00% (N=11) with certificate or diploma. In terms of school seniority, 37.30% (N=415) was attached to the present school more than 20 years, 17.50% (N=195) 16 to 20 years, 16.50% (N=184) 1 to 5 years, 14.90% (N=166) 6 to 10 years, and 13.80% (N=154) 11 to 15 years.

The level of attitudes toward change of senior assistants and teachers
As shown in Table 2, the mean score of ATC for senior assistants was 5.00 (SD=.57) whereas for teachers was 4.72 (SD=.61). A difference of .28 was found between the mean scores of ATC of senior assistants and teachers. The difference was statistically significant and it was supported by the result of t-test, t (1112) =7.07, p<.05 as depicted in Table 3.

Table 2. Attitudes toward change of senior assistants and teachers across domains

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Respondents</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>COG</td>
<td>Senior Assistants</td>
<td>361</td>
<td>5.11</td>
<td>.61</td>
</tr>
<tr>
<td></td>
<td>Teachers</td>
<td>753</td>
<td>4.83</td>
<td>.71</td>
</tr>
<tr>
<td>AFF</td>
<td>Senior Assistants</td>
<td>361</td>
<td>5.03</td>
<td>.68</td>
</tr>
<tr>
<td></td>
<td>Teachers</td>
<td>753</td>
<td>4.79</td>
<td>.69</td>
</tr>
<tr>
<td>BHV</td>
<td>Senior Assistants</td>
<td>361</td>
<td>4.85</td>
<td>.69</td>
</tr>
<tr>
<td></td>
<td>Teachers</td>
<td>753</td>
<td>4.55</td>
<td>.68</td>
</tr>
<tr>
<td>ATC</td>
<td>Senior Assistants</td>
<td>361</td>
<td>5.00</td>
<td>.57</td>
</tr>
<tr>
<td></td>
<td>Teachers</td>
<td>753</td>
<td>4.72</td>
<td>.61</td>
</tr>
</tbody>
</table>

Note. COG=Cognitive; AFF=Affective; BHV=Behavioural; ATC=Attitudes toward change
Table 3. *Independent Sample t-Test for Differences among domains of ATC between Senior Assistants and Teachers*

<table>
<thead>
<tr>
<th>Domain</th>
<th>Variance</th>
<th>F</th>
<th>Sig.</th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>COG</td>
<td>Equal variances assumed</td>
<td>9.362</td>
<td>.002</td>
<td>6.50</td>
<td>1112</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td></td>
<td>6.88</td>
<td>822.07</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>AFF</td>
<td>Equal variances assumed</td>
<td>1.521</td>
<td>.218</td>
<td>3.47</td>
<td>1112</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td></td>
<td>3.47</td>
<td>711.92</td>
<td>3</td>
<td>.001</td>
</tr>
<tr>
<td>BHV</td>
<td>Equal variances assumed</td>
<td>.224</td>
<td>.636</td>
<td>6.78</td>
<td>1112</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td></td>
<td>6.75</td>
<td>703.54</td>
<td>3</td>
<td>.000</td>
</tr>
<tr>
<td>ATC</td>
<td>Equal variances assumed</td>
<td>2.658</td>
<td>.103</td>
<td>7.07</td>
<td>1112</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td></td>
<td>7.26</td>
<td>759.30</td>
<td>3</td>
<td>.000</td>
</tr>
</tbody>
</table>

Note. COG=Cognitive; AFF=Affective; BHV=Behavioural; ATC=Attitudes toward change

**Attitudes toward change of senior assistants and teachers across domains**

As shown in Table 2, while examining closely based on domains, the senior assistants achieved higher ATC than the teachers in the domain of *Cognitive* (M=5.11, SD=.61 [senior assistants]; M=4.83, SD=.71 [teachers]), *Affective* (M=5.03, SD=.68 [senior assistants]; M=4.79, SD=.69 [teachers]) as well as *Behavioural* (M=4.85, SD=.69 [senior assistants]; M=4.55, SD=.68 [teachers]). The differences were significant and the results of the t-tests supported it (Table 3), t (1112) =6.50, p<.05 (*Cognitive*), t (1112) = 3.47, p<.05 (*Affective*), and t (1112)=6.78, p<.05 (*Behavioural*), respectively.

For senior assistants, as shown in Table 2, they achieved the highest mean of 5.11 (SD=.61) in *Cognitive*, followed by *Affective Cognitive* (M=5.03, SD=.68) and achieved the lowest mean in *Behavioural* (M=4.85, SD=.69). Similarly, the teachers achieved the highest mean in *Cognitive* with a mean of 4.83 (SD=.71), followed by *Affective* (M=4.79, SD=.69) and *Behavioural* (M=4.55, SD=.68). In other words, both senior assistants and teachers hold cognitively-based attitudes toward school change.

**Attitudes toward change of senior assistants and teachers based on quadrants**

Next, as a whole, with a mean score of 5.00 (SD=.57), senior assistants scored at the quadrant of *Embracing* (4.75 - 6.00) whereas the teachers with a mean score of 4.72 (SD=.61), scored at the quadrant of *Acceptance* (3.50 - 4.74) (Table 2). While examining closely based on domains, senior assistants scored at the quadrant of *Embracing* (4.75 - 6.00) for *Cognitive* (M=5.11, SD=.61), *Affective* (M=5.03, SD=.68) and *Behavioural* (M=4.85, SD=.69). Meanwhile, teachers scored at
the quadrant of *Embracing* (4.75 - 6.00) for *Cognitive* \((M=4.83,\ SD=.71)\) and *Affective* \((M=4.79,\ SD=.69)\) but at the quadrant of *Acceptance* (3.50 - 4.74) for *Behavioural* \((M=4.55,\ SD=.68)\).

In summary, the findings revealed that a) the senior assistants scored significantly higher than the teachers in all the three domains of ATC i.e. *Cognitive, Affective and Behavioural*; b) the senior assistants as well as the teachers hold cognitively-based attitudes toward school change; c) as a whole, senior assistants scored at the quadrant of *Embracing* whereas the teachers scored at the quadrant of *Acceptance*; d) in terms of quadrants, the senior assistants scored at the quadrant of *Embracing* for *Cognitive, Affective and Behavioural* whereas the teachers scored at the quadrant of *Embracing* for *Cognitive* and *Affective* but at the quadrant of *Acceptance* for *Behavioural*.

**Discussion**

The study has unveiled some important findings about ATC between senior assistants and teachers in Malaysian secondary schools. First, senior assistants of secondary schools scored significantly higher than teachers in all the three domains of ATC i.e. *Cognitive, Affective and Behavioural*. To a large extent, the findings met the expectations of the public toward senior assistants as they are important partners of school principals to secure school change. In fact, they are the middle-level leaders who interact intensively with teachers and remain responsive to complex organizational demands and balance the need for change in the school. Thus, they greatly influence teachers in daily routines to work together to realize the change goals. Therefore, despite school principal, senior assistants as leaders in the school are expected by stakeholders to have favourable attitudes toward school change.

Second, the senior assistants as well as the teachers scored the highest in the domain of *Cognitive*, followed by *Affective* and *Behavioural*. This indicated that the senior assistants and teachers hold cognitively-based attitudes toward school change. The finding revealed that basically cognitive factors play a substantial role in attitude formation of senior assistants and teachers in the schools. Early in the change process, when they were first exposed to the information on school change, they formed beliefs about the change. Issues such as whether the change is needed, whether they are capable of implementing the change in such a way that important objectives are met, and how the school management supports this particular change will be the main concern (Tai & Omar, 2016). Obviously, their attitudes are formed primarily based on their reasoning processes and concomitant changes to their beliefs.

In fact, senior assistants and teachers in school not only make sense of change and develop attitudes towards change through a process of their own reflection, but also through collective sense-making that comes from a series of interactions with colleagues and most importantly change agent – the school principal as he or she is the one, the school leader, who determines the organization’s strategies, plans and day-to-day management practices to realize the change goals. Over time, these strategies, plans and management practices decided and implemented by school principal influences senior assistants and teachers attitudes toward change. This impact would be even stronger in schools if school principals are competent and know how to map the organization’s systems’ dynamics that are relevant to the change, and where the leverage points are for producing that change.

Another important reason contributed to the above situation was that basically as civil servants, senior assistants or teachers also understand that they have to implement change
initiated through top-down approach, regardless the change is valuable to them, or either they enjoy the rewards or benefits realized from adopting change. Clearly, even the outcomes of the change are not desirable or the change is not worthwhile for them, cognitively, they have to accept and implement the change. To a large degree, the crux of the matter lies in the fact that Malaysia is implementing centralized education system whereby the prevalence of the top-down approach and the bureaucratic organizational structure have not given senior assistants or teachers greater autonomy and decision-making power in schools.

Third, the finding also revealed that as a whole, senior assistants scored at the quadrant of Embracing whereas the teachers scored at the quadrant of Acceptance. Indeed, the senior assistants scored at the quadrant of Embracing for all the three domains of ATC i.e. Cognitive, Affective and Behavioural. Senior assistants at the quadrant of Embracing are those who strongly believe that change will increase school effectiveness and bring benefits to the schools. They are enthusiastic, passionate and proud about the proposed change. Additionally, they are not only engaged and take responsibility in the change, but also inspired and pull others especially teachers in to engage in the change (Figure 1). Through this active interaction with teachers, they create a culture that is hospitable to learning, providing an impetus for improving teacher competency and student achievement in the change process. In short, they display palpable energy, excitement and hope for school reforms. Ideally, when the magnitude of positive and activeness of senior assistants’ ATC are largely at the quadrant of Embracing, the probability to turn the change goal of any school reform into reality would be relatively high.

However, the finding revealed that the change implementers in school, the teachers, were found scored at the quadrant of Acceptance of ATC. Teachers at the quadrant of Acceptance of ATC are those who believe that a change is necessary and the implemented change is appropriate for their schools. In terms of affective, they feel ease with the change, are concerned with and valued the change. Nevertheless, behaviourally, they only do what is required in the change with no particular regard for whether others are interested in the change (Figure 1). The above explanations were matched with another finding that in terms of domains, the teachers scored at the quadrant of Embracing for Cognitive and Affective but at the quadrant of Acceptance for Behavioural.

Indeed, substantial studies in the literature of change management argued that organizational change can only be implemented successfully if the organization members have strong positive intentions to support change and work together toward the change goal (Hayes, 2010; Kotter, 1999; Nilakant & Ramanarayan, 2006). Since the envisaged reform in the Malaysian education system is of great complexity in breadth and depth, the magnitude of positive and activeness of teachers’ ATC at the quadrant of Acceptance would certainly be insufficient to carry the weight of the kinds of reforms in the country as set out in the Blueprint. The finding seems to suggest that special attention should be given and attempts should be made to identify the root cause of the situation. This can be done through first devising a framework and an overall strategy, followed by a directional implementation plan to improve teacher attitudes toward change. The Ministry of Education has plans to allocate a huge budget to implement the envisaged reform set out in the Blueprint. But, budget needs to be allocated to communicating the reform, setting up structures or platforms for teachers’ involvement in decision making, prioritizing teachers’ professional development, and the willpower to follow up and follow
through the changes from top down in a sustainable way. Unless all these are in place, school reform will only be adopted superficially or might even fail.

Limitations of the Study
Two important limitations of the present study need to be highlighted. First, as the responses of the study were collected based on self-reported data and this measure is likely to be affected by egocentric biases (Harris & Schaubroec, 1988), to gain a comprehensive view, it would be worth to involve another party, for example, the change agents themselves i.e. the school principals in future studies so as to increase the ability to interpret the findings. Secondly, as ATC is dynamic, complex, and a context-specific phenomenon, to grasp a more accurate evaluation of it, instead of just employing a survey study, longitudinal study combining surveys, interviews and observations should be considered to help clarify the issue and to better understand how senior assistants and teachers perceive, react and adapt to school change.

Conclusion
On the whole, the study provides a preliminary insight into the emergence of more complete patterns of ATC in Malaysian secondary school, offering local practitioners and relevant parties another dimension of understanding, enhancing and preparing the senior assistants’ and teachers’ capacity for change. The findings of the current study seem to imply that there is a need for improvement of teacher attitudes toward change. Improvement of quality of teachers’ attitudes is an obligatory condition for high quality school education as teachers are the change implementers who are closest to the student. Indeed, the central pivot of any school change is the acceptance or the heart of the teachers to work through the change process. This present study thus provides a timely finding for relevant parties to craft relevant preparation programmes for teachers to enhance their ATC to best engage in school change especially how to consciously temper their predisposition against change and to take initiatives to gain their support for the change. In short, the study has expanded the existing body of knowledge on ATC, specifically in Malaysian context, and will spur further research that examines the ATC of senior assistants as well as teachers in the process of realization change goals in school reforms.

References


presented at the annual meeting of Academy of Management, Philadelphia, PA.


